18 JUN 1976

MEMORANDUM FOR: Deputy Director for Administration

FROM   :   [   ]   STAT
                    Acting Director of Security

SUBJECT   :   Report of DD/A MBO Program Objective:
                    Devise Systems and Procedures to
                    Develop and Establish a Series of
                    Positive Indicators Against Which
                    Program Missions (Functions) Can be
                    Judged.

REFERENCE   :   Memo from DD/A dtd 21 May 76, same
                    subject (DD/A 76-2610)

1.   This memorandum is for your information only.

2.   As you are already aware, the Office of Security
encountered serious difficulty in addressing itself to
subject objective during most of fiscal year 1976.   This
difficulty was primarily due to a lack of a clear under-
standing of the purpose of the objective, which was
corrected only in early May 1976 when the Associate
Deputy Director for Administration presented a detailed
explanation of its history and need at the Directorate's
Planning Team symposium.

3.   At the beginning of the fiscal year, when subject
objective was first identified to us, the Office of
Security laid out an action plan for its achievement com-
posed of six milestones culminating in the proposed sub-
mission of a system and procedural description report to
you.   In certain respects, we underestimated the task,
not from the standpoint of resource requirements associated
therewith, but rather the depth of analysis needed to
select meaningful and practical indicators.   This resulted
in several false starts, none of which came to fruition.
We even considered, and had in our milestone action plan,
the idea of a test-run of collecting data.

6 2731

4. During the months that passed, at our bi-monthly Management Conferences, on more than one occasion we discussed with you possible indicators of mission performance. You will recall that many of our suggestions in these discussions were rejected. We tried at first to identify possible indicators by soliciting nominations or candidates from our several Office components. While we had many such nominations in this process, their merits were highly questionable.

5. Following this lack of success our planning staff tried a new approach. It examined the mission and functions of the Office and tried to identify those few of primary significance as a basis for developing some composite Dow-Jones type index of our performance. While this approach seemed more successful than the earlier round, it tended to be nonspecific and not "program related."

6. At our 10 February 1976 bi-monthly Management Conference, you suggested that we examine our Resource Package structure as a basis for developing performance indicators. This suggestion has proven to be consi-derably more promising than the earlier approaches. Your suggestion came generally at the same time as the Program Call, in preparation for responding to which we were intending to reorganize our Resource Package structure.

7. We did indeed reorganize the structure of Office of Security Resource Packages in our program sub-mission. The thrust of this reorganization was to make each package, to the extent possible, more product oriented than the strict organizational lines of the previous structure. We proposed a new structure of those packages made up of two types of packages: one set organized to cover our core activities; a second set designed to address special objectives, e.g., the development and inauguration of the Security Access Control System (SACS).

8. We had in mind that performance measurement for these packages would take different forms depending on the type. The product oriented core packages would have associated with them performance indicators ...ted with the product involved in the package. The special objective packages would have MBO action plans

2

which would serve as a basis for evaluating the success of each package.

9.   Although you approved our total proposal with reference to the restructuring of our Resource Packages, the Office of the Comptroller did not go along with the institution of special objective packages and insisted that such special objectives be integrated into one or another of the core packages. While this necessarily impacted on our plan to develop mission performance measurement, it has not seriously impaired our effort.

10.   At our suggestion, the May 1976 Planning Team symposium devoted most of the day to a discussion of subject objective. Keynoting this discussion, the Associate Deputy Director for Administration presented a comprehensive explanation of the background and requirement of establishing positive indicators for program missions. This presentation provided us considerable enlightenment and assistance in turning around the lack of success we had had during the several months of fruitless effort earlier in the fiscal year. In making the presentation, the ADD/A acknowledged the difficulties that several Offices were having with reference to the objective and indicated that we could all take additional time to achieve the goal. Coupling the successful outlook of developing indicators on the basis of resource packages and the presentation of the ADD/A to the Planning Team, we have revised our approach and our action plan and confidently look forward to achieving the objective by November 1976.

11.   Our revised action plan has four remaining milestones:

   a.   The complete identification of possible performance indicators for each Resource Package. - August 1976.

   b.   Definition of data collection requirements for each possible indicator. - September 1976.

   c.   Selection of those indicators most meaningful and without excessive data collection requirements. - October 1976.

   d.   Preparation and submission of a complete report to you of our proposed systems and procedures. - November 1976

3

STAT

12.   At our February 1976 bi-monthly Management Conference you also suggested that three knowledgeable security careerists isolate themselves for the time necessary to come up with some sound candidates as security mission performance indicators.   In mid-March, three senior staff officers spent a couple of days at the _____ for this purpose. New ideas with reference to possible indicators were indeed surfaced; however, we found that these ideas needed considerable refinement and analysis before they could be even definitely called candidates. This analysis is continuing.

13.   In this two-day thinking session, the small group also concluded that other parts of the Agency may be in a better position to identify performance indicators for some of our packages, for example, one package relates to our recordkeeping; we felt that the Records Management Specialists must have a methodology for evaluating good, mediocre, or poor record-keeping operations. We are soliciting help. We decided that the Office of Joint Computer Support may provide us assistance in evaluating our computer security program; we are seeking outside help in this area also.

14.   In summary, fiscal year 1976 in the MBO area has been one of frustration for the most part in our efforts at addressing subject objective. The bright light, however, in our expectations in this area over the next several months exists because we feel we can see the end of the tunnel. Our difficulties and almost total lack of progress were in the first three quarters of the year. Our progress has occurred in recent months. We are optimistic and are happy that our difficulties came early rather than late in pursuit of this elusive goal.

STAT

Distribution:
   Orig & 1 - Adse
         1 - XDDXX AD/Sec
    ──➤ 1 - OS Reg
         1 - PPG

STAT   OS/C/PPG/_____ ml 18 Jun 76